

# Office of Homeland Security



## Department Description

The San Diego Office of Homeland Security (SD-OHS) oversees the City's Homeland Security, Disaster Preparedness, Emergency Management, and Recovery/Mitigation Programs. The primary focus is to ensure comprehensive emergency preparedness, training, response, recovery, and mitigation services are concentrated to minimize the adverse effects to life, property, the environment, and the City's economic base from natural, technological, and man-made disasters.

SD-OHS is responsible for securing and managing Federal Homeland Security Urban Area Security Initiative (UASI) grants for the region. These grants are intended to address the needs of high-threat, high-density urban areas to assist in building enhanced and sustainable capacity to prevent, protect against, respond to, and recover from acts of terrorism. The UASI program focuses on enhancing preparedness through regional collaboration and development of integrated regional systems.

Disaster Preparedness efforts ensure the City is prepared for major disasters by coordinating planning efforts and training of City employees; assisting with the integration of the City's emergency plans in a collaborative environment both internally and externally; interfacing with county, State and federal jurisdictions; and ensuring the flow of information to the public and business community to assist in emergency preparation and response.

Under the Emergency Management Program, SD-OHS maintains the City's Emergency Operations Center (EOC) and alternate EOC in a ready-to-activate status, ensures assigned staff is fully trained and capable of carrying out their responsibilities during activations, and manages the EOC during responses to multi-department and citywide emergencies to support incident response activities and maintain citywide response capabilities. This program oversees the opening of shelters and provision of mass care during a disaster as well as forming the local disaster assistance centers to provide assistance to the public following a disaster.

SD-OHS coordinates Recovery and Mitigation Programs for the City by collecting timely disaster-related data and coordinating applications for State and federal grant programs related to disaster response, recovery, and mitigation. These grant programs provide a vital source of revenue to offset the costs of natural and man-made disasters and to implement preventive measures to mitigate risks.

The Department's mission is:

***To effectively prevent, prepare for, respond to, and recover from natural or man-made disasters***

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## Goals and Objectives

The following goals and objectives represent the action plan for the Department.

### ***Goal 1: Build a sustainable organization***

Homeland Security, Disaster Preparedness, and Emergency Management are core functions of a municipal government. To build a sustainable organization, a trained and skilled workforce focused on the Department's mission and goals is needed to ensure effectiveness and stability. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Promote the intrinsic value of OHS to the City
- Develop a trained and skilled workforce
- Increase innovation that promotes improvement
- Maintain an environment that recognizes and rewards high performing teams
- Establish a culture that encourages employee participation and growth

### ***Goal 2: Establish a robust, integrated, and comprehensive emergency preparedness and response platform***

A comprehensive emergency preparedness and response program requires developed plans that are trained to and exercised on a regular basis. Effective plans require a collaborative and coordinated approach in partnership with regional stakeholders and key City departments. The Department will move toward accomplishing this goal by focusing on the following objective.

- Collaborate and coordinate in the development of program components

### ***Goal 3: Coordinate internal and external resources (people, equipment, and services) in collaboration with governmental and private sector partners before, during, and after major emergencies or disasters***

The success of any disaster preparedness and emergency management program is contingent upon the development and fostering of collaborative working relationships with key stakeholders. This relationship building strengthens cooperative efforts, facilitates effective response activities, and ensures information sharing. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Establish and maintain key interagency and jurisdictional working relationships
- Expand the development and use of contracts, agreements, and memoranda of understanding
- Maintain operational readiness of the EOC

### ***Goal 4: Establish sound fiscal practices***

To effectively manage and administer financial programs, sound fiscal practices are required. The goal of OHS is to ensure the integrity of its grant program and General Fund through the development and implementation of internal control principles and controls, the certification of staff in grant management principles, and the development of protocols and procedures for monitoring and auditing of grant sub-recipients. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Effectively manage and administer grant programs
- Effectively manage and administer the OHS General Fund budget

## Service Efforts and Accomplishments

The Homeland Preparedness Coordination Council meets on an as-needed basis to provide oversight for the Homeland Preparedness Program. The departments represented in the Council include the Mayor's Office, Office of Homeland Security, Police Department, Fire-Rescue Department, General Services, Development Services, Park and Recreation, Metropolitan Wastewater, and Water Department. Representatives from other departments are included as necessary.

The City is the sub-grantee of Federal Department of Homeland Security's Homeland Security Grant Program (HSGP) funds under the Urban Area Security Initiative (UASI) Grant Program and the Public Safety Interoperable Communications (PSIC) Grant Program. SD-OHS administers and manages the UASI and PSIC grant funds for the San Diego Urban Area, which includes 18 incorporated cities, unincorporated County areas, and all political subdivisions. SD-OHS also serves as a pass-through for PSIC funds allocated to Imperial County, a non-UASI region. Additionally, the City receives grant funds as a sub-recipient under the State Homeland Security Grant

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Program and the Emergency Management Performance Grant. SD-OHS currently manages and administers \$45.9 million under active grants and \$30.5 million in un-audited inactive grant programs for the region and oversees \$5.5 million in funds directly allocated to the City under various grant programs for prevention, emergency planning, training, and specialized equipment for the City's first responders.

Under the City's Recovery/Mitigation Program, SD-OHS currently manages \$66.2 million in projects obligated under public assistance programs. The Department continues to work with the California Emergency Management Agency (CalEMA), the Federal Emergency Management Agency (FEMA), and the Federal Highway Administration on disaster recovery for a number of disasters since 2003.

- The Cedar Fire disaster from October 2003 is pending official notification from CalEMA of the disaster closing date. The City of San Diego has submitted all the required project close-out documentation and recovered a total of \$3.8 million for project costs and grant administration efforts.
- The severe winter storms in late Calendar Year 2004 and early Calendar Year 2005 resulted in major damage to public land and facilities caused by flooding, debris flows, mudslides, and sinkholes. Gubernatorial proclamations and presidential declarations of two major disasters for California allowed the City to apply for State and federal assistance. As of March 1, 2009, the City has recovered \$4.8 million for two storm periods from December 27, 2004 through January 11, 2005 and February 16, 2005 through February 23, 2005 and expects to receive an additional \$1.3 million for projects pending completion.
- The Soledad Mountain Landslide disaster that occurred on October 3, 2007, resulted in approximately \$27.3 million in response efforts and damages to public land and facilities. To-date, the City of San Diego has recovered \$14.8 million in funding from CalEMA and the Federal Highway Administration for project costs incurred and grants administration efforts in support of the disaster.
- The Southern California Wildfire disaster that began on October 21, 2007, resulted in approximately \$22.4 million in response efforts and damages to public land and facilities. A gubernatorial proclamation and presidential declaration allowed the City to apply for a total of \$17.1 million in State and federal assistance. To-date, SD-OHS has recovered \$14.1 million in funds under the Public Assistance Program and California Disaster Assistance Act.

Additionally, the Recovery/Mitigation Program leads the City's participation in the San Diego County Multi-Jurisdictional Hazard Mitigation Plan and administrative efforts for the Pre-Disaster Mitigation Seismic Retrofit Water Line Project, the Pre-Disaster Flood Mitigation Grant Program Flood Plan, and the Hazard Mitigation Grant Programs for Open Space Brush Management totaling \$5.8 million.

## Budget Dollars at Work: Performance Expectations

### Goal 1: Build a sustainable organization

Performance Measure	Baseline FY2008	Actual FY2009	Target FY2010
1. Peer review score on competitive homeland security grant application	N/A	93%	≥National Average

### Goal 2: Establish a robust, integrated and comprehensive emergency preparedness and response platform

Performance Measure	Baseline FY2008	Actual FY2009	Target FY2010
1. Percent of required emergency preparedness and recovery plans in place	25%	25%	100%
2. Percent of emergency preparedness and recovery plans that contain an established completion and revision timeline	100%	100%	100%
3. Percent deviation from established completion and revision timelines for emergency preparedness and recovery plans	0%	25%	≤ 10%

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Performance Measure	Baseline FY2008	Actual FY2009	Target FY2010
4. Percent of recommendations from after-action reports on exercises and/or disasters that have been addressed and/or implemented	94%	100%	100%

## Goal 3: Coordinate internal and external resources in collaboration with governmental and private sector partners before, during, and after major emergencies or disasters

Performance Measure	Baseline FY2008	Actual FY2009	Target FY2010
1. Percent of contracts/agreements for which a needs assessment review is conducted	100%	100%	100%
2. Percent of Emergency Operations Center (EOC) staff trained for their respective positions/roles	74%	78%	100%
3. Percent of Emergency Operations Center (EOC) positions that are staffed	81%	95%	100%
4. Percent of requested eligible emergency response funds reimbursed by the State or federal government after disaster response	35% <sup>1</sup>	78%	N/A <sup>2</sup>

## Goal 4: Establish sound fiscal practices

Performance Measure	Baseline FY2008	Actual FY2009	Target FY2010
1. Percent of grants and sub-recipient grants for which an internal control audit is performed each year (as required by US Office of Management and Budget Circular 133)	100%	87%	100%
2. Percent of sub-recipients receiving external monitoring assessments performed each year	16%	83%	100%

## Budget Dollars at Work: Sizing and Workload Data

	Actual FY2006	Actual FY2007	Actual FY2008	Actual FY2009	Target FY2010
<b>Workload Data</b>					
Value of multi-year active grant dollars managed for City prevention and emergency planning efforts and training /equipment for first responders	\$19.3M	\$20.6M	\$3.9M	\$5.8M	\$5.5M
Value of multi-year active grant funds managed for regional projects	\$16.2M	\$21.3M	\$29.3M	\$49.7M	\$45.9M
Number of applications for federal or state emergency funds completed to reimburse the City for disaster response	3	0	0	N/A <sup>3</sup>	N/A <sup>3</sup>

<sup>1</sup> The Department is on track to collect all eligible funds in Fiscal Year 2009.

<sup>2</sup> The Department has found this measure to not be meaningful as it can be skewed by having multiple reimbursements received each quarter for multiple disasters. In addition, the total estimated cost recovery from each disaster changes over time based on project completion status. In other words, each reporting period could be reporting out on a different base amount, invalidating quarter-to-quarter or year-to-year comparisons.

<sup>3</sup> Applications will be filed for all eligible disasters.

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	Actual FY2006	Actual FY2007	Actual FY2008	Actual FY2009	Target FY2010
Number of infrastructure security measures installed for critical City facilities	0	15	0	0	N/A <sup>4</sup>
Number of community Emergency Preparedness events attended	N/A	2	2	1	2
Number of presentations made at Public Safety and Neighborhood Services meetings	N/A	2	4	3	2
Number of public safety job fairs participated in	N/A	1	2	1	2
Number Emergency Operations Center (EOC) and alternate Emergency Operations Center (EOC) assessments conducted	1	2	4	4	4
Number of regional exercises of the Emergency Operations response network participated in	6	3	1	2	2
Number of tests of the City's Emergency Notification System that include a feedback mechanism for community input on effectiveness	N/A	N/A	4	1	N/A <sup>5</sup>

<sup>4</sup> This measure has been sunsetted as the City no longer receives discretionary grant funds to pay for critical infrastructure measures.

<sup>5</sup> This indicator has been sunsetted because the City has moved to a regional Emergency Notification System that cannot be tested individually by the City.



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## Department Summary

Office of Homeland Security				
	FY 2008 BUDGET	FY 2009 BUDGET	FY 2010 FINAL	FY 2009-2010 CHANGE
Positions	11.35	11.35	<b>11.70</b>	0.35
Personnel Expense	\$ 1,193,237	\$ 1,183,843	\$ <b>1,189,060</b>	\$ 5,217
Non-Personnel Expense	\$ 588,005	\$ 420,065	\$ <b>347,160</b>	\$ (72,905)
<b>TOTAL</b>	<b>\$ 1,781,242</b>	<b>\$ 1,603,908</b>	<b>\$ 1,536,220</b>	<b>\$ (67,688)</b>

## Department Staffing

	FY 2008 BUDGET	FY 2009 BUDGET	FY 2010 FINAL
<b>GENERAL FUND</b>			
<b>Office of Homeland Security</b>			
Administration and Finance	5.00	5.00	<b>5.00</b>
Plans and Training	6.00	6.00	<b>6.35</b>
Response and Outreach	0.35	0.35	<b>0.35</b>
<b>Total</b>	<b>11.35</b>	<b>11.35</b>	<b>11.70</b>

## Department Expenditures

	FY 2008 BUDGET	FY 2009 BUDGET	FY 2010 FINAL
<b>GENERAL FUND</b>			
<b>Office of Homeland Security</b>			
Administration and Finance	\$ 1,031,122	\$ 898,889	\$ <b>818,480</b>
Exercises	\$ 4,840	\$ 4,840	\$ <b>4,840</b>
Office of Homeland Security	\$ (2,095)	\$ (31,036)	\$ <b>(33,572)</b>
Plans and Training	\$ 687,191	\$ 676,074	\$ <b>694,787</b>
Response and Outreach	\$ 60,184	\$ 55,141	\$ <b>51,685</b>
<b>Total</b>	<b>\$ 1,781,242</b>	<b>\$ 1,603,908</b>	<b>\$ 1,536,220</b>

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## Significant Budget Adjustments

### GENERAL FUND

Office of Homeland Security	Positions	Cost	Revenue
<b>Salary and Benefit Adjustments</b> Adjustments to reflect the annualization of the Fiscal Year 2009 negotiated salary compensation schedule, changes to average salaries, retirement contributions, retiree health contributions, and labor negotiation adjustments.	0.00 \$	(29,899) \$	0
<b>Equipment/Support for Information Technology</b> Funding allocated according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00 \$	131,813 \$	0
<b>Addition of Police Sergeant</b> Addition of 0.35 Police Sergeant that is reimbursable through grant funding.	0.35 \$	50,574 \$	52,685
<b>Funding of Terminal Leave</b> Funding of additional personnel expenditures for terminal leave paid to employees who, upon conclusion of their tenure with the City, possess a large leave balance.	0.00 \$	14,139 \$	0
<b>Revised Revenue</b> Adjustment to reflect Fiscal Year 2010 revenue projections.	0.00 \$	0 \$	97,162
<b>Non-Discretionary Adjustment</b> Adjustments to expense allocations that are determined outside of the department's direct control. These adjustments are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00 \$	(8,917) \$	0
<b>Vacancy Savings</b> Adjustments to personnel expenses to reflect the anticipated savings resulting from positions projected to be vacant for any period of the fiscal year due to personnel attrition and salary differentials for new employees.	0.00 \$	(29,597) \$	0
<b>Fiscal Year 2009 Budget Amendment</b> Adjustments to personnel and non-personnel expenses, and revenue as a result of the Fiscal Year 2009 Budget Amendment. These adjustments are further discussed in Volume 1: Budget Overview and Schedules.	0.00 \$	(83,801) \$	0
<b>Reduction of Membership Support</b> Reduction of Unified Disaster Council membership support due to a one year membership waiver adopted by the San Diego Unified Disaster Council in February 2009.	0.00 \$	(112,000) \$	0

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## Expenditures by Category

	FY 2008 BUDGET	FY 2009 BUDGET	FY 2010 FINAL
<b>PERSONNEL</b>			
Salaries & Wages	\$ 789,074	\$ 786,848	\$ 792,846
Fringe Benefits	\$ 404,163	\$ 396,995	\$ 396,214
<b>SUBTOTAL PERSONNEL</b>	\$ 1,193,237	\$ 1,183,843	\$ 1,189,060
<b>NON-PERSONNEL</b>			
Supplies & Services	\$ 321,342	\$ 328,500	\$ 185,409
Information Technology	\$ 165,612	\$ 58,617	\$ 149,326
Energy/Utilities	\$ 52,278	\$ 21,338	\$ 11,325
Equipment Outlay	\$ 48,773	\$ 11,610	\$ 1,100
<b>SUBTOTAL NON-PERSONNEL</b>	\$ 588,005	\$ 420,065	\$ 347,160
<b>TOTAL</b>	\$ 1,781,242	\$ 1,603,908	\$ 1,536,220

## Revenues by Category

	FY 2008 BUDGET	FY 2009 BUDGET	FY 2010 FINAL
<b>GENERAL FUND</b>			
Revenue from Other Agencies	\$ 983,992	\$ 765,895	\$ 915,742
<b>TOTAL</b>	\$ 983,992	\$ 765,895	\$ 915,742

## Salary Schedule

### GENERAL FUND

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<i>Class</i>	<i>Position Title</i>	<i>FY 2009 Positions</i>	<i>FY 2010 Positions</i>	<i>Salary</i>	<i>Total</i>
1106	Sr Management Analyst	4.00	<b>4.00</b>	\$ 69,135	\$ 276,538
1107	Administrative Aide II	2.00	<b>2.00</b>	\$ 48,897	\$ 97,794
1218	Assoc Management Analyst	2.00	<b>2.00</b>	\$ 61,687	\$ 123,374
1696	Police Sergeant	0.00	<b>0.35</b>	\$ 92,000	\$ 32,200
1917	Supv Management Analyst	2.00	<b>2.00</b>	\$ 77,888	\$ 155,775
2270	Program Manager	1.35	<b>1.35</b>	\$ 100,049	\$ 135,066
	Vacancy Factor Adjustment	0.00	<b>0.00</b>	\$ -	\$ (29,597)
	Furlough Savings	0.00	<b>0.00</b>	\$ -	\$ (12,443)
	Termination Pay Annual Leave	0.00	<b>0.00</b>	\$ -	\$ 14,139
	<b>Total</b>	11.35	<b>11.70</b>	\$	<b>792,846</b>
<b>OFFICE OF HOMELAND SECURITY TOTAL</b>		11.35	<b>11.70</b>	\$	<b>792,846</b>

